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# Glossary of industrial relations terms



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This GLOSSARY OF INDUSTRIAL RELATIONS TERMS, prepared by Labour Canada, explains terminology most frequently encountered in the world of labour affairs.

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# **Glossary of industrial relations terms**



**Accreditation:** The process used to certify an organization of employers as the bargaining agent for a unit of employers. The parallel term for employee organizations is "certification."

**Adversary System:** The industrial relations system as seen to be consisting of two necessarily opposing forces, labour and management. This viewpoint ignores the co-operative elements of the relationship.

**Agreement:** A written agreement (contract) arrived at as the result of negotiation between an employer or a group of employers and one or more unions, which sets the conditions of employment (wages, hours, fringe benefits, etc.) and the procedure to be used in settling disputes that may arise during the term of the contract. Contracts usually run for a definite period — one, two, or three years.

**Apprentice:** A worker who enters into agreement with an employer to learn a skilled trade through a special training period combining practical training with related off-the-job technical instruction. Apprenticeship is sometimes regulated by statute (designated trades).

**Arbitration:** A method of settling a labour-management dispute by having an impartial third party render a decision that is binding on both the union and the employer. All agreements provide for the arbitration of disputes over the interpretation of existing contract language, e.g., a worker promoted over an equally qualified worker with greater seniority. Arbitration is sometimes used to settle disputes over a provision of a new contract, e.g., the exact amount of a wage increase.

**Voluntary arbitration** is that agreed to by the parties without statutory compulsion.

**Compulsory arbitration** is that imposed by law.

**Automation:** Automation is usually characterized by two major principles: (1) mechanization, i.e., machines are self-regulated so as to meet predetermined requirements (a simple example of feedback can be found in the operation of a thermostatically controlled furnace); (2) continuous process, i.e., production facilities are linked together, thereby integrating several separate elements of productive process into a unified whole.

There are three basic kinds of automated processes: (1) assembly-line automation, characteristic of the automobile industry; (2) extensive use of computers, as found in many modern offices and businesses; (3) utilization of complex electronic equipment as controls in the manufacturing and processing of products, such as in the refining industry.

In some industries, automation has tended to cause a reduction in the number of workers required in the production and clerical operations. There has been some

concern also about the possible effect of automation on job satisfaction, work skills, and the changing requirements of worker education.

**Award:** In labour-management arbitration, the final decision of an arbitrator, binding on both parties to the dispute.

**Bargaining Agent:** A union is the exclusive representative of all workers, both union and non-union, in a bargaining unit. An employer may voluntarily recognize a particular union as a bargaining agent for his workers, or the question of representation may be settled by a secret election, conducted by the appropriate labour relations board.

**Bargaining in Good Faith:** The requirement that two parties meet and confer at reasonable times with minds open to persuasion with a view to reaching agreement on new contract terms. Good faith bargaining does not imply that either party is required to reach agreement on any proposal.

**Bargaining Unit:** A group of employees in a firm, plant, or industry that has been recognized by the employer and certified by a Labour Relations Board as appropriate to be represented by a union for purposes of collective bargaining. In a craft union, this could be all members of a trade, such as all tool and die makers in a plant; in an industrial union, all production workers in a plant or all plants in a company.

**Base Rate:** The lowest rate of pay, expressed in hourly terms, for the lowest paid qualified worker classification in the *bargaining unit*. Not to be confused with basic rate, which is the straight-time rate of pay per hour, job or unit, excluding *premiums*, incentive bonuses, etc.

**Blue-Collar Workers:** Term used to describe manual workers, i.e., production and maintenance men. In recent years, the percentage of blue-collar workers in the labour force has declined considerably.

**Boycott:** An organized refusal on the part of employees and their union to deal with an employer in order to win concessions. *Primary boycotts* usually take the form of putting pressure on consumers not to buy the goods of an employer who is directly involved in a dispute. In the dress industry, for example, the International Ladies' Garment Workers' Union frequently boycotts the sale of non-union made dresses. *Secondary boycotts* are those in which pressure is exerted on employers who are not directly involved in a dispute, e.g., workers of Company A refuse to buy or handle goods of Company B, which is engaged in a labour dispute.

**Broader-Based Bargaining:** A type of bargaining that aims to reduce the degree of fragmentation in the collective bargaining process and the potential conflict that can result, by combining employers on the one hand and/or unions on the other to form negotiating coalitions thereby reducing the potential for sequential work stoppages in the same industry/company as various contracts terminate.



**Bumping:** A practice allowing a worker, laid off his job for lack of work, to displace some other worker with lesser seniority in the same plant. Often provided for in collective agreements, bumping is designed to protect job rights of workers with the greatest seniority.

**Business Agent:** A full-time union officer of a local union who handles grievances, helps enforce agreements, and performs other tasks in the day-to-day operation of a union.

**Call-Back Pay:** Compensation, often at higher wage rates, for workers called back on the job after completing their regular shift. Contract provisions usually provide for a minimum number of hours pay, regardless of the number of hours actually worked.

**Call-In Pay:** Guaranteed hours of pay (ranging from two to eight hours) to a worker who reports for work and finds there is insufficient work for him to do. Provisions for call-in pay are usually spelled out in collective agreements.

**Canadian Chamber of Commerce:** A national body representing business interests which seeks to influence federal legislation by presentation of briefs; it disseminates commercial information, and attempts to foster understanding and sympathy for the problems businessmen encounter.

**Canadian Labour Congress (CLC)/Congrès du Travail du Canada (CTC):** Canada's national labour body, formed in 1956 from the merger of the Trades and Labour Congress and the Canadian Congress of Labour, and representing more than 70 per cent of organized labour in the country.

**Canadian Manufacturers' Association:** A large organization of manufacturers in every type of industry, founded in 1871, incorporated 1902, it serves as a spokesman for interests of the Canadian manufacturing industry.

**Certification:** Official designation by a *labour relations board* or similar government agency of a union as sole and exclusive *bargaining agent*, following proof of majority support among employees in a *bargaining unit*.

**Checkoff:** A clause in a *collective agreement* authorizing an employer to deduct union dues and, sometimes, other assessments, and transmit these funds to the union. There are four main types; the first three apply to union members only: (1) **Voluntary revocable**; (2) **Voluntary irrevocable**; (3) **Compulsory**; (4) **Rand Formula** — dues deducted from union and non-union employees.

**Closed Shop:** A provision in a *collective agreement* whereby all employees in a *bargaining unit* must be union members in good standing before being hired, and new employees must be hired through the union.



**Code of Ethical Practices:** A declaration of principle adopted by the Canadian Labour Congress, requiring unions to try to ensure maximum attendance at meetings and general participation by membership. Under this code, no one engaging in corrupt practices may hold office in the union or in the CLC.

**Co-determination:** Refers to a process whereby decisions are made jointly by management and workers (or their representatives). These joint decisions may be made at various levels within a company — at the board level, for example, through the appointment of worker directors, or at shop-floor level by establishing some form of labour-management committee or even by utilizing existing collective bargaining machinery.

**COLA Clause:** Literally a 'cost of living adjustment' (or allowance) clause. A clause built into a *collective agreement* which links wage or salary increases to changes in the cost of living during the life of the contract. Also termed an '**Escalator Clause**.'

**Collective Bargaining:** Method of determining wages, hours and other conditions of employment through direct negotiations between the union and employer. Normally the result of collective bargaining is a written contract that covers all employees in the bargaining unit, both union members and non-members, for a specified period of time.

More recently the term has been broadened to include the day-to-day activities involved in giving effect to or carrying out the terms of a collective agreement.

The term collective bargaining is frequently prefaced with expressions such as company-wide, industry-wide or multi-employer which serve to specify more precisely the form of bargaining. Thus **company-wide collective bargaining** refers to bargaining that takes place between a company with many plants and (typically) a single union representing employees of a particular craft or skill. The terms and conditions arrived at are generally uniform throughout the company. **Industry-wide** bargaining refers to situations in which the terms and conditions of employment agreed to by labour and management cover an entire industry. **Multi-employer bargaining** covers those situations in which bargaining takes place between a union and a group or association of employers (hence it is also termed '**association bargaining**'). Quite often, in fact, much so-called industry-wide bargaining is actually multi-employer bargaining, since there are relatively few industries in which collective bargaining is conducted in a genuine industry-wide sense.

**Company Union:** An employee organization, usually of a single company, that is dominated or strongly influenced by management. Company unions were widespread in the 1920s and early '30s. The Labour Relations Acts of the 1940s declared that such employer domination is an unfair labour practice, and company unions have since been on the decline.

**Company-Wide Bargaining:** Collective bargaining between an employer and a union representing workers in more than one establishment of that employer.

**Conciliation and Mediation:** A process that attempts to resolve labour disputes by compromise or voluntary agreement. By contrast with *arbitration* the mediator, conciliator or conciliation commissioner does not bring in a binding award and the parties are free to accept or to reject his recommendation. The conciliator is a government official. The conciliation commissioner is usually a private individual whose report contains recommendations and is made public. The mediator is usually invoked after conciliation has failed to prevent or to put an end to a strike.

**Confederation of National Trade Unions (CNTU)/Confédération des syndicats nationaux (CSN):** A Québec-based central labour body.

**Contract:** A collective agreement. (see **Agreement**.)

**Cooling-off Period:** A required period of delay (fixed by federal or provincial law) following legal notice of a pending labour dispute, during which there can be neither strike nor lockout. It follows upon the unsatisfactory conclusion of compulsory conciliation attempts. Wages and conditions of work are usually frozen under conditions set by the previous contract. Every effort is made during this time to settle the dispute.

**Craft:** A manual occupation that requires extensive training and a high degree of skill, such as carpentry, plumbing, linotype operation.

**Craft Union:** A union that limits its members to a particular craft. Most craft unions today, however, have broadened their jurisdiction to include many occupations and skills not closely related to the originally designated craft.

**Cyclical Unemployment:** Unemployment caused by fluctuations in the economy, i.e., loss of jobs due to a downward trend in business cycle. Cyclical unemployment is of far greater magnitude than seasonal, technological, or frictional unemployment.

**Decertification:** The procedure for removing a union's official recognition as exclusive bargaining representative.

**Dues, Union:** Periodic payments by union members for the financial support of their union.

**Economic Council of Canada:** An economic research and policy advisory agency created by Act of Parliament in 1963. Its members represented business, labour, agriculture, and other interests until 1976, when the labour representatives withdrew to protest the government's anti-inflation program.

**Exclusivity:** The right acquired by an employee organization to be the sole representative of the bargaining unit. Exclusive representation is usually provided by labour



relations statutes, although some statutes governing public employee labour relations provide alternatives such as proportional representation. Proportional representation accords bargaining rights to one or more organizations in direct relationship to the number of members in the bargaining unit who belong to or vote for the organization.

**Expedited Arbitration:** Used independently or in conjunction with the term “industry arbitration” it encompasses systems used in specific industries whereby a “permanent” arbitrator or panel of arbitrators is selected to hear grievances arising under one or more collective agreements over a period of time, as well as any procedures or mechanisms designed to expedite the grievance arbitration process.

**Featherbedding:** The practice of making work through the limitation of production, the amount of work to be performed or other make-work arrangements. Many such practices have come about as a consequence of workers being displaced through mechanization or technological change, which has led unions to seek some method of retaining workers even though there may be no work for them to perform.

**Federation of Labour:** An allied group of unions in one or several industries, covering a geographical area, such as a district, province or country. An example of a national federation is the Canadian Labour Congress (CLC)/Congrès du Travail du Canada (CTC). National federations may join to form confederations or international federations such as the International Confederation of Free Trade Unions (ICFTU).

**Final Offer Selection:** Used in the United States and more recently in Canada; usually after a predetermined period of unsuccessful negotiation, both sides put forward final offers, one of which an arbitrator or board of arbitrators must choose.

**Flexible Work-Week or Flextime:** A system which provides workers with some freedom in deciding when they start and finish work subject to the requirement that they are present during certain ‘core’ hours and fulfil a minimum attendance requirement each day.

**Free Riders:** Non-union employees who share in whatever benefits result from union activities without sharing union expenses, or union members who are ‘delinquent’ in paying their dues.

**Frictional Unemployment:** Unemployment due to time lost in changing jobs rather than to a lack of job opportunities. Frictional unemployment would not be reduced significantly even if there were an increased demand for workers but might be reduced by improving the information available to job seekers about vacancies.

**Fringe Benefits:** Non-wage benefits such as paid vacations, pensions, health and welfare provisions, life insurance, etc., the cost of which is borne in whole or in part by the employer. Such benefits have accounted for an increasing percentage of worker income and labour costs in recent years and have thus become an important aspect of collective bargaining.



**Grievance:** A statement of dissatisfaction, usually by an individual but sometimes by the union or management, concerning interpretation of a collective bargaining agreement or traditional work practices. The grievance machinery (i.e., the method of dealing with individual grievances) is nearly always spelled out in the contract. If a grievance cannot be handled at the shop level (where most of them are settled), and the grievance arises out of an interpretation of the contract, it must be resolved by arbitration.

**Hazardous Occupations:** Jobs which are classified as dangerous by provincial or federal laws, and in which employment of minors is restricted or forbidden. Proposed federal legislation provides workers with the right to refuse work that is considered hazardous to health or safety.

**Health and Safety Committee:** A committee composed of workers and management set up with the purpose of promoting a greater concern for improvement of health and safety in the workplace.

**Hiring Hall:** An office, usually run by the union, or jointly by employers and union, for referring workers to jobs or for the actual hiring operation.

**Illegal Strike:** A strike called in violation of the law. Strikes are generally illegal when they occur as a result of a dispute over the interpretation of a collective agreement currently in force, when they occur before conciliation procedures have been complied with, or when certification proceedings are under way.

**Independent Union:** A labour organization not company-dominated, which is not affiliated with and remains independent of any federation.

**Individual Bargaining:** The right of individual members of a unit for which an exclusive representative has been designated for collective bargaining purposes to present, as individuals, grievances that are not contrary to the existing union contract.

**Industrial Conflict:** A general term used to describe the broad areas of disagreement and difficulty between labour and management (though the government may also be involved). The strike is the most common and most visible manifestation of conflict. However, it may also take the form of peaceful bargaining and grievance handling, boycotts, political action and restriction of output, industrial sabotage, absenteeism or labour turnover. Several of these forms such as restriction of output, absenteeism, and turnover, may take place on an individual as well as on an organized basis and as such they constitute alternatives to collective action.

**Industrial Democracy:** Strictly interpreted, the term industrial democracy implies the involvement of workers (or their representatives) in some form of equal opportunity process of decision making within industry. However, the term is frequently used to denote the removal of arbitrary or autocratic procedures by management and their

replacement by decision-making machinery in which workers have an opportunity to present their problems and grievances and through which they can hope to achieve some degree of joint regulation.

The machinery of industrial democracy may involve such devices as joint worker-management committees, works councils or worker representatives in the boardroom. The development of collective bargaining is viewed by many as providing the machinery through which industrial democracy may be developed.

The provision of greater opportunity to workers to present their point of view creates problems for both management and unions because it is often difficult to get widespread participation, particularly if it is achieved only through elected or nominated representatives. One solution to these problems is to promote some form of 'direct' democracy, in which workers are given some control over the decisions affecting their immediate work environment. (see also **Quality of Working Life** and **Participation Workers**.)

**Industrial Relations:** A broad term that may refer to relations between unions and management, unions themselves, management and government, unions and government, or between employers and unorganized employees. Within this definition, specific attention may be directed toward industrial conflict or its regulation through the formulation of work rules or agreements.

**Industrial Union:** A union organized on the basis of product, i.e., along industrial lines; in contrast to craft union organized along skill lines.

**Industry-Wide Bargaining:** Collective bargaining that takes place on an industry-wide basis; terms and conditions of employment agreed upon cover all or a major portion of the organized employees in the industry.

**Initiation Fees:** Fees that must be paid by new members of a union, or by former employees who have left the union and wish to return. Initiation fees serve several purposes: (1) a source of revenue; (2) an equity payment by new members to compensate for the efforts older members have made in building the union; (3) a device to restrict membership (if initiation fees are very high) in those unions desiring to remain small in order to protect job opportunities.

**Injunction:** A court order restraining an employer or union from committing or engaging in certain acts. An ex parte injunction is one in which the application for an injunction is made in the absence of the party affected.

**Interest Dispute:** A dispute arising from the negotiation of a new collective agreement or the revision of an existing agreement on expiry.

**International Confederation of Free Trade Unions (ICFTU/Confédération internationale des syndicats libres (CISL):** An international trade union body, formed in 1949, composed of a large number of national central labour bodies such as the Canadian Labour Congress/Congrès du Travail du Canada. It represents 50 million members and 96 non-communist countries.

**International Labour Organization (ILO)/Organisation du Travail internationale (OIT):** Tripartite world body representative of labour, management and government. Since 1946 one of the specialized agencies of the United Nations. It disseminates labour information to workers of all countries and sets minimum international labour standards, called “conventions,” offered to member nations for ratification. Its headquarters are in Geneva, Switzerland.

**International Union:** The term “international” is frequently used to indicate an American union having affiliates in Canada. Financially supported by a per capita tax of all its members, its chief functions are: extending union organization; chartering local unions; setting jurisdictional boundaries; conducting education programs; doing research in areas related to trade union objectives; lobbying; aiding local unions in bargaining; and, where multi-employer bargaining is used, negotiating directly with industry representatives.

The development of international unions is seen as one possible response by workers to the challenge of international or multinational corporations (MNCs).

**Job Enrichment:** The attempt to make jobs more rewarding and less monotonous for the individual worker. Procedures used may include job enlargement (including more responsibilities on the job), or job rotation (allowing the worker to move from one job to another at specific intervals). (see also **Quality of Working Life**.)

**Job Evaluation:** A system designed to create a hierarchy of jobs based on such factors as skill, responsibility or experience, time and effort. The determination of the value of each job in relation to other jobs in the workplace, based on the material and content of the job and using such factors as education, skill, experience and responsibility. Often used for the purpose of arriving at a system of wage differentials between jobs or classes of jobs.

**Job Rotation:** Used as a means to provide variety and experience to employees while creating back-up potential for performance of individual jobs.

**Job Security:** A worker's sense of having continuity of employment resulting from the possession of special skills, seniority, or protection provided in a collective agreement against unforeseen technological change.

**Joint Bargaining:** Two or more unions joining forces to negotiate an agreement with a single employer.



**Journeyman:** A craft or skilled worker who has completed his apprenticeship training and been admitted to full membership in his craft. Examples: journeyman plumber, journeyman carpenter.

**Jurisdiction (Federal):** Authority of the federal government exercised over employees or employers in any enterprise of an interprovincial, national or international nature, such as air transport, broadcasting, banks, pipelines, railway, highway transport, shipping, and grain elevators. Generally speaking, all other enterprises fall within the jurisdiction of provincial or territorial governments.

**Jurisdiction (Union):** The area of jobs, skills, occupations and industries within which a union organizes and engages in collective bargaining. International unions often assert exclusive claim to particular areas of employment. Jurisdiction has always been a problem in organized labour, since two or more unions often claim the same jurisdiction. The CLC has attempted to cope with the problem by having affiliated unions sign no-raiding agreements, in which member unions agree not to trespass on one another's jurisdiction. These agreements, however, have not been completely observed. In the case of local unions, jurisdiction refers to a region within which the local union exercises authority.

**Jurisdictional Dispute:** A conflict between two or more unions over the right of their membership to perform certain types of work. If the conflict develops into a work stoppage, it is called a jurisdictional strike.

**Labour College of Canada:** Bilingual institution of higher education for trade union members, operated jointly by the Canadian Labour Congress, McGill University and the Université de Montréal for the purpose of providing a training ground for future trade union leaders.

**Labour Council:** Organization composed of locals of CLC-affiliated unions in a given community or district. (See Local Labour Council.)

**Labour Education:** Usually education of union members or officials in industrial relations subjects.

**Labour Force:** All persons 14 and over who are either employed, temporarily idle, or unemployed and seeking employment.

**Labour-Management Committee:** Any committee having representation from both management and labour; discussion subjects may include safety and health, productivity, quality of working life, training, etc.

**Labour Relations Board:** A board established under provincial or federal labour relations legislation to administer labour law. Its functions include certification of trade unions as bargaining agents and investigation of unfair labour practices.

**Layoff:** Temporary, prolonged, or final separation from employment as a result of a lack of work.

**Local Labour Council:** An organization formed by a labour federation at the city level. It is organized and functions in the same manner as a provincial federation but within the scope of a city. Finances are often obtained through a per capita tax or affiliates.

**Local of an International or National Union:** The unit of labour organization formed in a particular locality through which members participate directly in the affairs of both their organization, such as the election of local officers, the financial and other business matters of the local, relations with their employer(s), and the collection of members' dues.

**Local Union:** The basic unit of union organization. The local has its own constitution and by-laws and elects its own officers, but is chartered by the national or international with which it is affiliated. An *amalgamated local* is composed of units in several plants, each of which is partially self-governing.

**Lockout:** The closing of a place of employment, a suspension of work, or a refusal by an employer to continue to employ a number of his employees undertaken with a view to compelling them to agree to conditions of employment on his terms or to refrain from exercising their existing rights and privileges.

**Maintenance of Membership:** A provision in a collective agreement stating that no worker need join the union as a condition of employment, but that all workers who voluntarily join must maintain their membership for the duration of the agreement as a condition of continued employment. (see **Union Security**.)

**Management Rights:** These encompass those aspects of the employer's operations that do not require discussion with or concurrence by the union, or rights reserved to management which are not subject to collective bargaining. Such rights may include matters of hiring, production, manufacturing and sales. The resistance of many managers toward innovations such as industrial democracy may frequently be traced back to concern over the erosion of management prerogatives that such innovations sometimes entail.

**Master Agreement:** A collective bargaining agreement which serves as the pattern for major terms and conditions for an entire industry or segment thereof. Local terms may be negotiated in addition to the terms set forth in the master contract.

**Mediation:** See **Conciliation and Mediation**

**Minimum Wage:** The rate of pay established by statute or by minimum wage order as the lowest wage that may be paid, whether for a particular type of work, to a particular class of workers, or to any worker.

**Modified Union Shop:** A place of work in which non-union workers already employed need not join the union, but all new employees must join, and those already members must remain in the union. (see **Union Security Clauses, Union Shop.**)

**Moonlighting:** The holding by a single individual of more than one paid job at the same time.

**Multinational Bargaining:** Bargaining between an international union or union federation and a company whose operations are international in scope. These companies, known as multinationals, pose many unique problems for organized labour. In particular, their international status gives them scope for transferring production from one country to another on a temporary or permanent basis in order to use non-union employees or break a strike.

**National Union:** A union whose membership and locals are confined within one country.

**Open Shop:** A shop in which union membership is not required as a condition of securing or retaining employment.

**Paid Educational Leave:** Leave for educational purposes granted to a worker and paid for by the employer or government.

**Parity:** Generally used to mean wage parity. It can refer to equivalent wages between workers in the same occupation but in different geographical areas; for workers in the same sector, e.g., the public sector but in different occupations — policemen and firemen; or for workers in the same occupation but in different companies.

**Participation, Worker:** The opportunity for workers to share, either directly or indirectly through elected representatives, in the decision-making process. Various degrees of participation may be identified according to the amount of influence that workers are allowed to exert. Thus, **communication** refers to the simple conveyance of information to workers either before or after decisions have been made. **Consultation** involves sounding out workers' opinions, usually before decisions are made. **Co-determination** refers to a system under which workers are able to participate in a joint decision-making process. Participation is often used as a synonym for industrial democracy.

**Pattern Bargaining:** A procedure in collective bargaining whereby a union seeks to obtain equal or identical terms from other employers based on an agreement already obtained from an important company.

**Per Capita Tax:** Regular payments by a local to its national or international union, labour council or federation, or by a union to its central labour body. It is based on the number of members.



**Picketing:** Patrolling near the employer's place of business by union members — pickets — to publicize the existence of a labour dispute, persuade workers to join a strike or join the union, discourage customers from buying or using the employer's goods or services, etc.

**Piece Rate:** A predetermined amount paid to an employee for each unit of output.

**Premium Pay:** A wage rate higher than straight time, payable for overtime work, work on holidays or scheduled days off, etc., or for work under extraordinary conditions such as dangerous, dirty or unpleasant work.

**Probationary Period:** The initial period of employment during which a worker is on trial and may be discharged with or without cause.

**Productivity:** Output per unit of input; a measure of efficiency.

**Profit-Sharing Plan:** Arrangement under which employees receive a percentage of the employer's profits in addition to their wages. A *cash payment plan* is one under which the employees' share of the profits is paid immediately in cash. A *deferred payment plan* is one under which the employer deposits the employees' portion of the profits with a trustee to be paid to them at some time in the future, depending upon conditions specified in the trust. Under some schemes, profits are distributed in the form of *shares*.

**Quality of Working Life:** A process in which labour and management participate as equal partners in the restructuring of work and the organization of work processes to make jobs more satisfying and to increase the efficiency of the workplace.

**Raiding:** An attempt by one union to induce members of another union to defect and join its ranks. (see **Jurisdiction (Union)**.)

**Rand Formula:** A provision of a collective agreement stating that non-union employees in the bargaining unit must pay the union a sum equal to union fees as a condition of continuing employment. Non-union workers are not, however, required to join the union.

**Rank and File:** Individual union members who have no special status either as officers or shop stewards in the plant.

**Ratification:** Formal approval of a newly negotiated agreement by vote of the union members affected.

**Real Wages:** The actual purchasing power of wages. Often computed by dividing money wages by the cost-of-living index. Example: if money wages increase from \$1.00 to \$1.25 an hour, but the cost-of-living index also increases by 25 per cent, real

wages have remained constant. It is by looking at the changes in real wages that changes in living standards can be observed. (see also **COLA Clause**.)

**Recognition:** Employer acceptance of a union as the exclusive bargaining representative for the employees in the bargaining unit. (see also **Certification**.)

**Reopener:** A provision in a collective agreement which permits either side to reopen the contract at a specified time, or under special circumstances, prior to its expiration, in order to bargain on stated subjects such as wage increases, pensions, health and welfare schemes, etc.

**Residual Rights:** Those rights not spelled out in a collective agreement, generally considered to be management rights.

**Rights Dispute:** A dispute arising from the interpretation or application of one or more of the provisions of an existing collective agreement.

**Right-to-Work:** Right of an employee to refrain from joining a union and to keep his job without union membership or activity.

**Scab:** (see **Strikebreaker**.)

**Scanlon Plan:** An incentive plan developed by Joseph Scanlon, at one time research director of the United Steelworkers, and who later was on the staff of the Massachusetts Institute of Technology. The plan is designed to achieve greater production through increased efficiency with the opportunity for the accrued savings achieved to be distributed among the workers.

**Seasonal Unemployment:** Unemployment that is due to the seasonal nature of the work. Agricultural workers, lumber workers and some construction workers are unemployed for a period of time each year because of weather conditions.

**Semi-Skilled Labour:** Workers who have acquired some aptitude at particular jobs but whose activities do not come within any of the traditional skilled crafts.

**Seniority:** An employee's standing in the plant, acquired through length of continuous employment. Employees with the greatest seniority are usually the last to be laid off (see **Layoff** and **Bumping**) are often given certain advantages in the matter of promotion.

**Severance Pay, Dismissal Pay, Redundancy Pay:** A lump-sum payment by an employer to a worker whose employment is permanently ended, usually for reasons beyond the worker's control. Such payments are in addition to any back wages due to the worker.

**Sex Discrimination:** Refers to unfair treatment in employment practices, such as hiring, promotion, wage or salary payment or discharge, based upon the sex of the person or persons concerned.

**Shift:** The stated daily working period for a group of employees, e.g., 8 a.m. to 4 p.m., 4 p.m. to midnight, midnight to 8 a.m. (see **Split Shift**.)

**Shift Differential:** Added pay for work performed at other than regular daytime hours.

**Shop Committee:** A committee of employees elected by fellow workers to represent them in considering grievances and related matters.

**Shop Steward:** A union official who represents a specific group of members and the union in union duties, grievance matters, and in complaints about employment conditions. Stewards are usually part of the work force they represent and handle their duties only on a part-time basis.

**Slowdown:** A deliberate lessening of work effort without an actual strike, in order to force concessions from the employer. (see also **Work to Rule**.)

**Speed-up:** A union term describing situations in which workers are required to increase production without a compensating increase in wages. (see also **Stretch-out**.)

**Split Shift:** Division of an employee's daily working time into two or more working periods, to meet peak needs.

**Steward, Union:** Union member ordinarily elected to represent workers in a particular shop or department. His functions may include the collection of dues, soliciting for new members, announcing meetings, and receiving, investigating, and attempting the adjustment of grievances and education.

**Stretch-out:** A union term describing a situation in which workers are required to assume additional work duties, such as tending more machines, without additional compensation. (see also **Speed-up**.)

**Strike:** A cessation of work or a refusal to work or to continue work by employees in combination or in accordance with a common understanding for the purpose of compelling an employer to agree to terms or conditions of employment. Strikes usually occur as a last resort when collective bargaining and all other means have failed to obtain the employees' demands. Except in special cases, strikes are legal only when a collective agreement is not in force. A **Rotating** or **Hit-and-Run Strike** is a strike organized in such a way that only part of the employees stop work at any given time, each group taking its turn. A **Sympathy Strike** is a strike by workers not directly involved in a labour dispute; an attempt to show labour solidarity and bring pressure on an employer in a labour dispute. A **Wildcat Strike** is a strike that violates the collective agreement and is not authorized by the union.



**Strike Benefits:** Union payments, usually a small proportion of regular income, to workers during a strike. Many unions do not supply monetary aid but distribute groceries and other types of aid to needy families of strikers.

**Strikebreakers:** Persons who continue to work during a strike or who accept employment to replace workers on strike. By filling strikers' jobs, they may weaken or break the strike. Also known as **scabs**.

**Strike Fund:** Funds held by international or local unions for allocation during a strike to cover costs of benefits, legal fees, publicity, and the like. Some international unions assess each member a small amount each month to build the fund. Other unions use the international's general fund. The amount of the fund often determines the staying power of the workers and, consequently, the success or failure of the strike. Strike funds are often designated in union financial statements as "emergency," "reserve" or "special" funds.

**Strike Notice:** Formal announcement by a group of workers to their employer or to an appropriate government agency that on a certain date they will go out on strike.

**Strike Vote:** A vote conducted among employees in the bargaining unit on the question of whether they should go out on strike.

**Strike — Work Clause:** A clause in a collective bargaining agreement which permits employees to refuse to perform work farmed out by a strike-bound plant.

**Supervisor:** An employee having certain management rights, such as the right to hire or fire or to recommend such action.

**Supplemental Unemployment Benefit (SUB) Plans:** Private plans providing compensation for wage loss to laid-off workers, usually in addition to public unemployment insurance payments.

**Sweat Shop:** A factory where wage rates and sanitary, safety and working conditions do not meet accepted standards.

**Sweetheart Contract:** Term of derision for an agreement negotiated by an employer and a company-dominated union granting terms and conditions of employment more favourable to the contracting union than the employer would be willing to grant to a rival non-dominated labour organization, the usual purpose being to keep the rival out.

**Take-Home Pay:** The net paycheck after allowance has been made for tax and other deductions.

**Technological Change:** Technical progress in industrial methods, for example, the introduction of labour-saving machinery or new production techniques. Such change can result in manpower reductions. (see **Automation**.)

**Technological Unemployment:** Unemployment that results from the introduction of labour-saving machinery.

**Time Clock:** Clock with mechanism to indicate on a paycard by punch hole or other means the time of arrival and departure of employee.

**Trade Union:** A voluntary association, or union, of workers to further their mutual interests with respect to wages, hours, working conditions and other matters of interest to the workers.

**Tripartitism (Tripartism):** Participation by labour, management and government only.

**Trusteeship, Union:** Describes a situation in which a national or international union suspends the normal operations of a local union and takes over control of the local's assets and the administration of its internal affairs. The constitutions of many international unions authorize international officers to establish trusteeships over local unions in order to prevent corruption, mismanagement and other abuses.

**Turnover, Labour:** Rate at which workers move into and out of employment, usually expressed as a percentage based on the number of employees leaving a plant or industry during a certain time over the average number of employees in the plant or industry during the same period.

**Unemployment Insurance:** A federal program whereby eligible unemployed persons receive cash benefits for a specified period of time. These benefits are paid out of funds derived from employer, employee and government contributions.

**Unfair Labour Practice:** A practice on the part of either union or management that violates provisions of federal or provincial labour law.

**Unfair Labour Practice Proceeding:** A proceeding before a labour relations board to determine whether an employer or a union has committed unfair labour practices as charged.

**Union Label; Bug:** A tag, imprint or design affixed to a product to show it was made by union labour.

**Union Scale:** A rate of pay set by a union contract as the minimum rate for a job, whether or not paid to a union member.

**Union Security Clauses:** Provisions in collective agreements designed to protect the institutional authority of the union.

Examples of union security clauses are: **closed shop**, an agreement between union and employer that the employer may hire only union members and retain only union

members in the shop; **preferential hiring**, an agreement that an employer, in hiring new workers, will give preference to union members, **union shop**, an agreement that the employer may hire anyone he wants, but all workers must join the union within a specified period of time after being hired and retain membership as a condition of continuing employment, **maintenance of membership**, a provision that no worker must join the union as a condition of employment, but all workers who voluntarily join must maintain their membership for the duration of the contract in order to keep their jobs. (see also **Checkoff, Closed Shop, Maintenance of Membership, Rand Formula, Union Shop, Modified Union Shop.**)

**Union Shop:** A place of work where every worker covered by the collective agreement must become and remain a member of the union. New workers need not be union members to be hired, but must join after a certain number of days. (see **Union Security Clauses, Modified Union Shop.**)

**Unjust Dismissal:** Dismissal of an employee in an arbitrary or unjust fashion, contrary to statute or in contravention of a collective agreement.

**Unorganized Workers:** Workers who do not belong to any union organization.

**Voluntary Recognition:** An agreement between an employer and a trade union to recognize the trade union as the exclusive bargaining agent of the employees in a defined bargaining unit.

**Wage and Price Controls:** Government effort to restrain wage and price increases to acceptable levels, usually through the establishment of some form of review agency. (e.g., Anti-Inflation Board)

**Wage Determination:** The practices and procedures used to fix wage rates in collective bargaining.

**Wage Differentials:** Variations among wage rates due to a variety of factors — job content, location, skill, industry, company, sex, etc. Unions are frequently concerned with eliminating wage differentials not based on the degree of effort or skill required in a job but considered discriminatory.

**Walkout:** Generally a spontaneous and short-lived work stoppage, not authorized by the union. It is usually a reaction to a specific problem in the workplace, rather than a planned strike action. Often a synonym for wildcat or quickie strike.

**White-Collar Workers:** Term used to describe non-manual workers, e.g., office, clerical, sales, supervisory, professional and technical workers. To be contrasted with manual workers, e.g., maintenance and production workers.

**Wider-Based Bargaining:** (see **Broader-Based Bargaining.**)



**Wildcat Strike:** (see **Walkout**.)

**Work Restriction:** Limitation, ordinarily placed by unions, on the types or amounts of work that union members can do.

**Work Rules:** Rules regulating on-the-job conditions of work, usually incorporated in the collective agreement. Examples (1) limiting production work of supervisory personnel; (2) limiting the assignment of work outside an employee's classification; (3) requiring a minimum number of workers on a job; (4) limiting the use of labour-saving methods and equipment.

**Work Sharing:** Plan by which available work is distributed as evenly as possible among all workers when production slackens, or by which working time is generally reduced to prevent layoffs.

**Work Stoppage:** A cessation of work resulting from a strike or lockout.

**Work to Rule:** A practice where workers obey to the letter all laws and rules pertaining to their work, thereby effecting a slowdown. The practice also frequently involves a refusal to perform duties which, though related, are not explicitly included in the job description. (see also **Slowdown**.)

**Worker Directors:** Representation of employee interests by persons, usually union officials, on the board of directors of a corporation. Practised in a number of European countries, notably West Germany; has been recommended for Britain by the Bullock Committee of Inquiry on Industrial Democracy.

**Worker Participation:** (see **Participation, Worker**.)

**Workers' Compensation:** Compensation payable by employers collectively for injuries sustained by employees in the course of their employment. Each province has a workers' compensation act.

**Working Conditions:** Conditions pertaining to the worker's job environment, such as hours of work, safety, paid holidays and vacations, rest period, free clothing or uniforms, possibilities of advancement, etc. Many of these are included in the collective agreement and subject to collective bargaining.

**Works Council:** A form of industrial democracy found primarily in European countries, consisting of plant level committees entirely of workers or both workers and management, with powers ranging from simple right to information about plans relevant to employee welfare to full co-determination in areas such as personnel.

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